Ministry of
Forests, Lands and Natural Resource Operations

2017/18 – 2019/20
SERVICE PLAN

February 2017

BRITISH
COLUMBIA

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Minister
Accountability Statement

Minister Accountability Statement: The *Ministry of Forests, Lands and Natural Resource Operations 2017/18 - 2019/20 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Honourable Steve Thomson
Minister of Forests, Lands and Natural Resource Operations
February 8, 2017

Minister of State
Accountability Statement

Minister of State Accountability Statement: I am the Minister of State for Rural Economic Development and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2017/18:

1. Work with the Rural Advisory Council to implement the 2017 rural economic development strategy by March 31, 2018.
2. Measure and report out on performance metrics for the Rural Dividend Program that measure project outcomes and benefits to rural BC by March 31st, 2018.
3. Finalize funding decisions for the second year of the Rural Dividend Program and distribute the second year funding ($25M) by end of fiscal 2017/18.
4. Submit to Cabinet a report on the results referred to in paragraphs (1) through (3) before March 31, 2018.

Honourable Donna Barnett
Minister of State for Rural Economic Development
February 8, 2017

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Purpose of the Ministry

Supporting its vision of environmental sustainability and economic prosperity, the Ministry of Forests, Lands and Natural Resource Operations is the Province's land manager, responsible for stewardship of provincial Crown land, cultural and natural resources. Operating on a provincial land base of over 94 million hectares, the Ministry ensures the sustainable management of forest, wildlife, and other land-based resources, supports activities that provide benefits for all British Columbians both economically and environmentally, and facilitates safe public access to a wide range of recreational activities such as hunting, fishing and access to British Columbia's wilderness and backcountry. The Ministry is responsible for policy development, operational management and implementation, and oversees 59 statutes and associated regulations.

Strategic Direction

The Ministry delivers on its vision of environmental sustainability and economic prosperity by focussing on the strategic priorities identified in the Province of British Columbia Strategic Plan, the BC Jobs Plan, the Minister's Mandate letter (see Appendix C) and the Minister of State's Mandate letter (See Appendix D). Its goals, objectives and strategies support the achievement of these priorities, and are in keeping with Government's Taxpayer Accountability Principles: Strengthening Public Sector Governance and Accountability.

Strategic Context

The Ministry operates within an increasingly complex economic and ecological environment, with multiple external factors influencing its delivery of responsibilities to the citizens of British Columbia. Some of these factors are discussed below.

A growing economy. Many B.C. communities depend on the natural resource sector to employ their citizens and strengthen their economies. Employment figures in the forestry sector are stable and slowly growing. However, a reduction in timber supply due to the impacts of the mountain pine beetle infestation are anticipated to impact future forest sector employment in logging, forestry services and manufacturing. The recently released Forest Sector Competitiveness Agenda demonstrates actions the Ministry is taking to support healthy and resilient forests that provide raw materials for a diverse, globally competitive industry, and support stable communities and First Nations' economic interests. The BC Rural Dividend Program, and initiatives developed with advice from the Rural Advisory Council, provide critical tools to enable communities and First Nations to diversify and strengthen their local economies. The Ministry remains committed to ensuring that forest development opportunities are

B.C.'s economic trends:

The Economic Forecast Council (EFC) expects British Columbia's real GDP to grow by 2.3 per cent in 2017 and 2.2 per cent in 2018. Meanwhile for Canada, the EFC projects national real GDP growth of 1.9 per cent in 2017 and 2.0 per cent in 2018. As such, BC's economic growth is expected to outperform Canada in the coming years. Downside risks to BC's economic outlook include the potential for a slowdown in North American economic activity, ongoing fragility in Europe, slower than anticipated Asian demand (particularly in China), and uncertainty in the outlook for the Canadian dollar.

available where they make economic and environmental sense by maximizing the short and mid-term timber supply to support forest sector employment and industry sustainability, while balancing the preservation, and stewardship of B.C.'s natural resources through its best-in-class regulatory and enforcement regime. The Ministry also continues to work to maintain and expand access for B.C. forest products in existing and emerging markets, including working closely with the federal government, other Provinces, and the forest industry in reaching an agreement with the U.S. on the trade in softwood lumber. Additional strategies include improving access to Ministry programs through various red tape reduction initiatives, such as participation in the Natural Resource Permitting Project.

A changing natural environment. Factors such as habitat fragmentation, invasive species, and climate change, including increasingly complex wildfires, floods, landslides and debris flows, droughts and outbreak of pests, continue to impact the timber harvest levels, and the overall provincial landscape. To keep B.C.'s natural environment healthy and resilient, the Ministry is making a significant contribution and taking a proactive approach to managing the Province's natural resources in a way that considers these impacts, and the long-term implications they may have to the sustainability of resource values and communities. Through enhanced investments in our forests through the Forests for Tomorrow program and the Forest Enhancement Society of British Columbia., the Ministry is working to reduce wildfire risk, restore wildlife habitat for the future, and address priority forest health issues, while maintaining long-term economic opportunities for British Columbians. Other key initiatives include: the Strategic Wildfire Prevention Initiative, including Firesmart, the remediation of contaminated sites; the BC Flood Response Plan; and the British Columbia Drought Response Plan. The Ministry is also supporting the B.C. Climate Leadership Plan through strategies to protect the Province's forests from the impacts of climate change and opportunities for improved carbon sequestration and emissions reduction through the Forest Carbon Initiative.

Increasing complexity of land use considerations and decisions. As the Province's land manager, the Ministry is faced with multiple - and sometimes competing - demands for the use of B.C.'s natural resources, which must be balanced to support diverse values and healthy ecosystems. This, in addition to evolving case law related to First Nations' lawful interest in the land, can lead to challenging decisions for land managers and licensed users of Crown land. To support decision makers, the Ministry continues to integrate policy and operational resource management under the "Provincial Land Manager" vision, and uses innovative and up-to-date science-based information to support resource management decisions on public lands. The Ministry is also providing better information for decision makers through initiatives such as the Cumulative Effects Framework, which measures changes to environmental, social, and economic values caused by the combined effect of past, present and potential future activities and natural processes.

Goals, Objectives, Strategies and Performance Measures

The Ministry aligns its activities under three goals to achieve its overall vision of economic prosperity and environmental sustainability. These goals, together with the suite of performance measures for this three-year period, reflect key aspects of the Ministry's mandated business. The goals support Government's strategic priorities such as those described in the BC Jobs Plan, and achievement of the priorities identified by the Premier in the Minister's Mandate Letter (see Appendix C) and the Minister of State's Mandate Letter (see Appendix D).

There are changes to one of the Ministry's performance measures. The measure which tracked progress towards one aspect of the cumulative effects framework implementation has been removed as the defined measurement period concluded at the end of 2016/17. The Ministry, however, continues its strong focus on advancing the cumulative effects framework overall, and has made significant progress on this and other initiatives that collectively contribute to the continued improvement of cumulative effects management in British Columbia. The initiation of regionally-specific cumulative effects assessments, improved data acquisition and management and visualization systems available through both GeoBC and Natural Resource Online Services, and strong partnerships with other levels of government are some of the ways the Ministry is working to expand the knowledge of cumulative effects values throughout the Province, and support strong, durable decisions on the land base. Nine measures continue unchanged from last year's plan.

Goal 1: Efficient, citizen-centred public service delivery

This goal supports the Ministry's commitment to easy and efficient access to the authorizations and permits needed to start up or expand natural resource development businesses, or access B.C.'s diverse range of natural resources. It also supports the Taxpayer Accountability principles of Cost Consciousness (Efficiency) and Service by delivering cost-efficient, effective, value-for-money public services and programs.

Objective 1.1: Streamlined authorizations processes.

Strategies

- Provide clear and transparent processes to obtain timely and durable decisions on resource use authorizations on Crown land, including for projects requiring multiple approvals.
- Through the Natural Resource Permitting Project, increase the efficiency of authorizations activities and services across Government's natural resource agencies.
- Increase the accessibility of authorization services to citizens and proponents by expanding options for electronic authorizations, licensing, payment and permitting, and client directed authorizations, consistent with Government's initiative to Reduce Red Tape for British Columbians.

Performance Measure 1: Natural resource authorizations streamlining.

Performance Measure	2016/17 Forecast	2017/18 Target[1]	2018/19 Target	2019/20 Target
Land Act and *Water Act* applications processed within 140 days	77%	80%	80%	80%

Data Source: FrontCounter BC Authorization Tracking System

[1] Results reflect the 12-month rolling average proportion of applications closed within 140 days out of the total applications received during those 12 months plus all applications remaining active since April 2014.

Discussion

This performance measure assesses one aspect of the Ministry's ongoing commitment to streamline the regulatory framework for managing the Province's forests, lands and natural resources. The ability for the Ministry to provide consistent, reliable and timely decisions on resource applications supports a strong economy, stable communities, and the creation of jobs for British Columbians.

This measure tracks the time it takes for the Ministry to reach a decision on a land or water application using data from the FrontCounter BC Authorizations Tracking System. The targets consider a number of factors such as historic land and water application processing time, and implementation of improved process efficiencies. Building upon the positive progress to date, the Ministry will continue to work on implementing authorization streamlining strategies to reduce application processing times, both operationally and in conjunction with broader initiatives through the Natural Resource Permitting Project.

Objective 1.2: Integrated and coordinated client services.

Strategies

- Implement common standards among natural resource agencies, federal agencies and municipalities to align regulations and coordinate natural resource use decision-making.
- Implement opportunities to streamline the approval processes for multi-agency major projects, such as liquefied natural gas processing and pipelines.
- Deliver a best in class authorization service experience by engaging and responding to the interests of citizens, businesses and First Nations.

Performance Measure 2: Client satisfaction with natural resource authorization services.

Performance Measure	2007/08 Baseline	2016/17 Forecast[1]	2017/18 Target	2018/19 Target	2019/20 Target
Client satisfaction success score	71[2]	75	82	82	82

Data Source: FrontCounter BC Authorization Tracking System and BCStats Client Satisfaction Survey.

[1] Forecast and targets are set using 18 month trending, and considering operational context (e.g., creation of the Ministry of Forests, Lands and Natural Resource Operations, budget impacts on staffing levels, global economic factors, etc.).

[2] Scores are calculated and reported as a mean score out of 100.

Discussion

This measures client satisfaction with natural resource authorization services by combining two aspects: business' and individuals' ability to obtain information and assistance with preparing resource use applications; and client satisfaction with the overall authorization process across natural resource sector ministries.

Client satisfaction scores provide a comprehensive measurement of service excellence and important data which is used to make client experience improvements. Over the past few years there have been significant changes in natural resource sector service delivery, including shifting service locations and modernizing application formats. Through service improvement initiatives under the Natural Resource Permitting Project, work with the Institute for Citizen-Centred Service and our partner agencies to deliver Client Service Certification courses for managers and staff, the Ministry anticipates client satisfaction scores will improve towards target levels.

Goal 2: Coordinated, sustainable management of B.C.'s natural resources.

The Ministry is dedicated to transparency in managing stewardship responsibilities in the best interest of citizens of the Province. Consistent with the Taxpayer Accountability Principles, the Ministry engages in equitable, respectful and effective communications to ensure all parties and First Nations are informed and, where appropriate, consulted on actions and decisions in a timely manner.

Objective 2.1: Sustainable natural resource management through effective policy, legislation and external relationships.

Strategies

- Work in partnership with other natural resource ministries to renew natural resource policy that recognizes requirements for resilient ecosystems and species.
- Engage with industry, First Nations and local governments in achieving provincial stewardship objectives and landscape-level approaches to management.
- Improve timber quality, supply and carbon sequestration through reforestation, forest inventory, fuel management and intensive and innovative silviculture, through initiatives such as the Forests for Tomorrow program, and partnerships with the Forest Enhancement Society of British Columbia.
- Increase ecosystem health by working collaboratively with multi-sector partner groups and First Nations to restore degraded ecosystems through activities such as invasive plant management, ecosystem restoration, remediation and best management practices.
- Support better decision-making and contribute to the Province's diversity of hunting and fishing opportunities by maintaining a current, comprehensive inventory of the Province's priority fish and wildlife populations.
- Use credible, evidence-based information supported by the Ministry's research program, and through strategic partnerships, to make informed resource management decisions that support environmental sustainability and the integrated land management vision.

- Improve the ability for land managers to make durable decisions that consider landscape-level conditions, climate change, and cumulative effects on key environmental, social and economic values, including historic and archaeologically-significant places.

Performance Measure 3: Resource decision data quality index.

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Quality of resource monitoring data used for resource management decisions[1]	8.7	8.8	8.9	9.0

Data Source: Ministry of Forests, Lands and Natural Resource Operations, Provincial and Regional Operations.

[1] Index is an average of four dataset quality indices to a maximum score of 10: inventory; wildlife; Forest & Range Evaluation Program (FREP); and Reporting Silviculture Updates and Land status Tracking System (RESULTS).

Discussion

This performance measure highlights the Ministry's commitment to continually improve the quality and integrity of data used to inform resource management decision making.

The combination of the four key data sets (inventory; wildlife, Forest and Range Evaluation Program; and the Reporting Silviculture Updates & Land Status Tracking System) into a single index tells the Ministry how well it is improving the overall quality of data. Improvements in data quality will help to ensure that the best information is available to inform policy-making to make durable, science-based resource management decisions that benefit British Columbians for future generations.

Performance Measure 4: Recovery of open forest and grassland ecosystems.

Performance Measure	2016/17 Forecast	2017/18 Target[1]	2018/19 Target	2019/20 Target
Number of hectares of ecosystems in recovery mode	34,600	40,600	46,600	52,600

Data Sources: Land Based Investment Strategy - Categories: Range Remediation; Ecosystem Restoration; and Invasive Plant Management. Invasive Alien Plant Program database. Distinct range reports. Ecosystem Restoration Steering Committee reports.

[1] Targets are cumulative over the three year period, with an expected annual increase of 6,000 hectares recovered per year based on current funding levels, and include an aggregate total of Range Remediation (e.g. fencing, water developments, and improved grazing management), Ecosystem Restoration (forest thinning and prescribed burning), and Invasive Plant Management (mechanical, chemical and biocontrol agents) annual targets.

Discussion

B.C. has unique and valuable open forest and grassland ecosystems which contain significant biodiversity values and sustain a beef cattle industry that is a mainstay of the interior economy. These grasslands can be degraded by the spread of invasive plants, intensive recreational activities, improper grazing practices, and forest ingrowth and encroachment. In addition, a changing climate will compound the ecological changes that will occur.

This measure assesses one aspect of the Ministry's efforts to maintain and improve ecosystem health and resilience through the recovery of open forest and grassland ecosystems, through prescribed burning and other measures. By using data from inspections and monitoring, the Ministry can confirm that degraded ecosystems are effectively remediated and recovering. Restored ecosystems help to: improve resiliency to climate change while reducing wildfire risks to communities; improve habitat for grassland dependent species (including many Species at Risk); increase natural forage for wildlife and livestock; increase availability of First Nations' traditional use plants and habitats; protect

critical community drinking water sources; and improve overall forest health, supporting short- and mid-term timber supply and fibre availability.

Performance Measure 5: Timber volume gain from silviculture investments.

Performance Measure	2016/17 Forecast	2017/18 Target[2]	2018/19 Target	2019/20 Target
Timber volume gain (millions of cubic metres) expected in 65 years from silviculture treatments completed[1]	7.7	9.2	8.8	8.7

Data Source: Volume gains (millions of cubic metres of wood) estimated using data submitted by licensees and the Ministry to RESULTS (Reporting Silviculture Updates and Land status Tracking System) and SPAR (Seed Planning and Registry System).

[1] Gain as compared to basic reforestation using natural unimproved seed sources; 'Timber Volume gain' includes incremental growth associated with silviculture treatment (planting using select seed, rehabilitation, juvenile spacing, and fertilization) and is based on the estimated total accumulated volume gains in 65 years.

[2] Targets are based in part on Land Based Investment Strategy (LBIS) funding, and are also influenced by licensee activity. Targets are forecast based on activity from the previous 2 years; for example, seedlings sown in fall 2015 for planting in spring and summer 2017 influence targets in 2017/18.

Discussion

This performance measure accounts for predicted timber volume gains resulting from the Province's silviculture program investments including planting using select seed, rehabilitation, juvenile spacing and fertilization, (these investments are made in addition to reforestation by licensees on areas they harvest). Seedlings planted from required select seed sources provide multiple benefits to British Columbians such as promoting the production of quality commercial timber, enhancing the carbon storage potential of B.C.'s public forests, and improving the diversity and resilience in future forests.

Based on the most recent timber supply projections, B.C.'s sustainable harvest level target is 57 million cubic metres per year during the mid-term, and 65 million cubic metres per year for the long-term. The projected targets reflect higher numbers of seedlings sown with select seed, and increased area to be planted under the Forests for Tomorrow program. For 2017/18, the increased target reflects the additional investments made by the Province over the previous two years, which enabled additional surveys and site preparation for planting.

Objective 2.2: Safe and environmentally responsible natural resource management practices.

Strategies

- Ensure B.C.'s natural resources and values are resilient to the impacts of climate change by embedding appropriate strategies into resource management policy and practices.
- Work cooperatively with First Nations to sustainably manage land and natural resources, and to better understand and align First Nation and Provincial interests.
- Effectively monitor and manage threats, such as droughts, floods and landslides, to protect public health, promote safety and sustain healthy ecosystems.
- Improve the safety of communities and wildfire crews through continued public engagement and community planning, through Ministry investments in wildfire prevention and mitigation strategies, such as FireSmart, and investments in the Forest Enhancement Society of British Columbia.

- Remediate Crown contaminated sites to ensure clean land and water for the protection of human health and the environment.
- Enhance public safety and protection of property, cultural values and the environment by ensuring dam and dike safety in British Columbia.
- Promote safe and responsible off road vehicle use of public lands by supporting the Trails Strategy for British Columbia and the Off Road Vehicle Management Framework.
- In cooperation with industry, improve environmental and resource worker safety management through Ministry business and policy development, and maintain the Ministry's S.A.F.E Company Certification.
- Advance professional reliance and the use of qualified persons by fostering an environment that supports innovative practices balanced with clear accountabilities.

Performance Measure 6: Dam safety inspection compliance.

Performance Measure	2002/03 Baseline[2]	2016/17 Forecast	2017/18 Target[3]	2018/19 Target	2019/20 Target
Percentage of owners of High, Very High and Extreme Consequence Classification dams that complete the required inspections and return the *Dam Status Report Form*[1]	62%	96%	97%	97%	97%

Data Source: Water Management Branch, Ministry of Forests, Lands and Natural Resource Operations

[1] Based on the number of dam owners who return the Dam Status Report form and indicate on the form that the required formal inspections were completed, compared to the total number of High, Very High and Extreme Failure Consequence Classification dams in British Columbia at the time. There are currently 353 dams with these classifications. The number of dams in these classes may change slightly from year to year due to reclassification of dams, addition of new dams or decommissioning of dams.

[2] Percentage of owners of High and Very High Consequence Classification dams who returned the Regulation Compliance Forms for 2002/03. The 'Extreme' classification did not exist at that time.

[3] 2016/17 forecast is estimated to be one percent more than 2015/16 percentage of inspections reported as completed. 2017/18 target is estimated to be an additional one percent over the 2016/17 forecast.

Discussion

As part of the Dam Safety Program's compliance monitoring strategy, owners of dams with High, Very High or Extreme Failure Consequence Classifications are required to annually report on the status of their dams and dam safety programs. Dam safety officers use the results to assess whether dam owners are inspecting, operating and maintaining their dams as required under regulation.

In addition to reviewing the annual status reports, Ministry Dam Safety Officers conduct site audits for all High, Very High and Extreme Failure Consequence dams at least once every five years. Significant Failure Consequence dams are audited at least once every 10 years. Compliance and audit results are available in the Dam Safety Program Annual Report.

Performance Measure 7: Monitoring statutory requirements within the resource management sector.

Performance Measure	2016/17 Forecast[2]	2017/18 Target	2018/19 Target	2019/20 Target
Compliance & Enforcement (C&E) Presence[1] Per cent C&E field staff in presence with the regulated community (actual time over operational capacity).	76%	79%	80%	80%

Data Source: Ministry of Forests, Lands and Natural Resource Operations Natural Resource Information System

[1] Compliance & Enforcement Presence is defined as the amount of C&E field staff capacity that is present with the regulated community, expressed as a percentage of actual time against available operational capacity. This performance measure was redefined in 2014. The former title was "Meeting management and use standards" and measured the "Per cent of the regulated community's compliance with statutory requirements".

[2] Performance measure baseline established in 2013/14 was 70%.

Discussion

This measure demonstrates the Ministry is upholding the Province's laws to protect natural resources through its compliance and enforcement framework.

Field presence is the amount of time that compliance and enforcement staff spend working with the regulated community. When Ministry compliance and enforcement officers are visible to the regulated community and public, this in itself acts as a proactive measure, while providing the opportunity for improved stakeholder and community relations, industry education, and promotion of compliance. Changes to the amount of time compliance and enforcement staff spend with the regulated community and public are directly correlated with changes in compliance rates, giving the Ministry the ability to adapt accordingly.

Goal 3: Productive, thriving natural resource sector and resilient communities.

This goal demonstrates the Ministry's commitment to making natural resource use decisions that support economic prosperity and jobs for British Columbians in a way that is transparent and respects the shared public trust of B.C.'s land and resources.

Objective 3.1: Natural resource decisions and dispositions support community needs and provincial priorities.

Strategies

- Engage with communities, industry and First Nations to manage the impacts to fibre supply as a result of the mountain pine beetle epidemic and spruce beetle infestation.
- Develop and coordinate a consistent and effective First Nations consultation function for the natural resource sector to respect First Nations' interests in the land base.
- Continue to build partnerships with local governments, other agencies and First Nations to identify sustainable resource development opportunities, including opportunities for First Nations to be successful partners in B.C.'s forest industry.
- Support treaty and reconciliation initiatives, in partnership with other natural resource sector ministries, to support First Nations' interests in the natural resource sector and resource management.
- Support strong, thriving rural communities in B.C. through the delivery of the BC Rural Dividend Program, implementation of a new Rural Economic Development Strategy, and continued work with the Rural Advisory Council to ensure Ministry policy enables the long-term economic growth and diversification of rural communities across B.C.
- Diversify and improve forest fibre utilization to support further manufacturing and bioenergy.

- Strengthen public trust in natural resource management practices by promoting values-based decision making principles and engaging with stakeholders and communities.
- Strengthen the contribution of B.C.'s historic places, including provincial heritage sites, to community identity, economic health, First Nations cultural values and environmental stewardship.

Objective 3.2: Economic benefits of natural resource development are optimized.

Strategies

- In partnership with industry, First Nations, and communities, implement the actions described in 'Strong Past, Bright Future: A Competitiveness Agenda for British Columbia's Forest Sector,' to maintain a strong, sustainable forest sector, and support jobs and economic opportunities for all British Columbians.
- Work closely with the federal government in its efforts to negotiate a new agreement for trade in softwood lumber with the U.S., and lead the provincial response to the new lumber trade dispute launched by the U.S. lumber industry.
- Through policy and regulation, set the operating context to optimize revenue generated by the natural resource sector while supporting sustainable use.
- Optimize the economic benefits of Crown land through timely decision making, including lands with archaeological sites.
- Ensure that BC Timber Sales supports a globally-competitive operating environment and forestry jobs in B.C. through sustainable forest development and auction of Crown timber.
- Manage high value Crown land disposition proposals, providing certainty for industry to capture economic opportunities such as liquefied natural gas, while enhancing Government priorities and producing broad public benefit.
- Ensure market access is maximized and B.C. lumber exports are diversified through activities such as co-sponsoring annual B.C. trade missions to Asia with the forest industry.
- Foster an efficient and innovative market-based operating climate and support the diversification of natural resource product markets and Crown land utilization.
- Facilitate the growth of B.C.'s bio-economy through key partnerships that advance competitiveness and support new innovative forest product facilities in B.C.

Performance Measure 8: BC Timber Sales Timber Volume Sold.

Performance Measure	2016/17 Forecast	2017/18 Target[1]	2018/19 Target	2019/20 Target
Annual timber volume sold by BC Timber Sales	12.4 Mm^3	11.7 Mm^3	11.2 Mm^3	11.0 Mm^3

Data Source: BC Timber Sales Cengea Resources System

[1] A key objective of BC Timber Sales is to sell its rationalized apportionment over the five year business cycle (2014/15-2018/19). Volumes sold targets are set to achieve this objective.

Discussion

A key goal of BC Timber Sales (BCTS) is to provide credible representative price and cost benchmark data for the market pricing system through auctions of Crown timber. Through its activities, BCTS plays an integral role in supporting the goals of the Forest Sector Competitiveness Agenda under the BC Jobs Plan.

This performance measure tracks the timber volume that BCTS sells through auction each year. Targets are set based on BCTS' annual apportionment, which is determined by the Minister in alignment with the Chief Forester's Allowable Annual Cut (AAC) for B.C. as a whole, and are re-evaluated annually considering a number of factors. Timber volume sold is a key performance output supporting BC Timber Sales' goal to "Provide credible representative price and cost benchmark data for the Market Pricing System through auctions of timber harvested from public land in British Columbia."

The overall decrease in targets over the three years reflects the projected decline in harvest levels, mainly due to the mountain pine beetle infestation and other factors impacting timber supply. As future harvest levels across B.C. decrease, the share apportioned to BCTS will also be reduced. BCTS seeks to maximize short and mid-term timber supply by ensuring its share of the harvest is auctioned, thereby supporting forest sector employment and industry sustainability.

Performance Measure 9: Government revenue derived from the use of Crown land and natural resources.

Performance Measure[1,2]	2016/17 Forecast	2017/18 Budget	2018/19 Target	2019/20 Target
Forests	$ 798 M	$ 794 M	$ 816 M	$ 819 M
Crown Lands	$ 82 M	$ 174 M	$ 107 M	$ 73 M
Natural Resource Operations	$ 492 M	$ 462 M	$ 483 M	$ 478 M
Other Revenues	$ 47 M	$ 49 M	$ 49 M	$ 49 M
Total Ministry Revenue	$1,419 M	$ 1,479 M	$ 1,455 M	$ 1,419 M

Data Source: (see footnotes below)

[1] Revenue forecasts and targets are rounded to the nearest million.

[2] Revenues are based on the Ministry's 2017 18 Bluebook Budget Estimates Forecast (January 2017) Revenue forecasts are regularly revised to reflect changes in market conditions and timing of land sale completions.

Discussion

This indicator depicts expected generated revenue into the provincial consolidated revenue fund, based on analysis of Crown forest and land activity under prevailing economic and market conditions. The Ministry influences this measure through policy, regulation and permitting processes. A portion of the revenue is from Ministry activities that directly support BCTS and Crown land sales.

Forests revenue includes stumpage (i.e. from timber tenures and BCTS) and other forest revenues (i.e.log export fees, annual rents, range permits & fees, other miscellaneous fees, forest waste). Crown land revenue is generated from Crown land tenures, Crown land sales, Crown land royalties and application fees. Natural resource operations revenue is generated primarily from water licences and rentals, *Wildlife Act* fees and licences, and land registry fees.

Resource Summary

Core Business Area	2016/17 Restated Estimates[1]	2017/18 Estimates	2018/19 Plan	2019/20 Plan
Operating Expenses ($000)				
Integrated Resource Operations	59,237	60,658	60,843	60,667
Resource Stewardship	107,624	116,278	117,660	118,210
Tenures, Competitiveness and Innovation	38,958	42,075	42,134	41,986
Timber Operations, Pricing and First Nations	24,282	24,456	24,603	24,603
Regional Operations	126,837	139,847	131,668	131,305
Executive and Support Services	69,223	73,554	74,449	74,833
Fire Management	63,164	63,293	63,986	63,986
BC Timber Sales Account	181,659	183,174	181,029	182,710
Crown Land special account	20	20	20	20
Total	**671,004**	**703,355**	**696,392**	**698,320**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	25,893	47,852	27,748	27,373
Fire Management	525	525	525	525
BC Timber Sales Account	46,235	42,567	36,145	36,812
Total	**72,653**	**90,944**	**64,418**	**64,710**

Core Business Area	2016/17 Restated Estimates[1]	2017/18 Estimates	2018/19 Plan	2019/20 Plan
Other Financing Transactions ($000)				
BC Timber Sales Account Disbursements	87,582	94,876	84,776	81,690
Crown Land Adminstration Disbursements	6,382	6,382	6,382	6,382
Crown Land special account Receipts	(30)	0	0	0
Tourism Development Disbursements	600	600	600	600
Habitat Conservation Trust Receipts	(6,380)	(6,700)	(6,700)	(6,700)
Habitat Conservation Trust Disbursements	6,380	6,700	6,700	6,700
Habitat Conservation Trust Net	0	0	0	0
Net Cash (Requirements)	94,534	101,858	91,758	88,672
Total Receipts	**(6,410)**	**(6,700)**	**(6,700)**	**(6,700)**
Total Disbursements	**100,944**	**108,558**	**98,458**	**95,372**
Total Net Cash Source (Requirements)	**94,534**	**101,858**	**91,758**	**88,672**

[1]For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 *Estimates*.

*Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates."

Major Capital Projects

Major Capital Projects (over $50 million)	Targeted Completion Date (Year)	Project Cost to Dec 31, 2016	Estimated Cost to Complete	Approved Anticipated Total Capital Cost of Project ($ millions)
Natural Resource Permitting Project (NRPP) NRPP will help streamline and simplify access to natural resource related permitting services within government's natural resource agencies, consistent with Government's commitment to reduce red tape. NRPP is following the best practice of breaking down large IT projects into smaller, self-contained scope components that deliver value. Planning for future scope components is underway. Consistent with government's gated approach, any investment for additional scope components will require government review and approval. Government committed to the foundational phase of NRPP in 2014/15 at a cost of $57.2 million. An additional $21 million of funding has subsequently been approved for additional scope components bringing the total funding committed to the project to $78 million. For more information, see the NRPP capital plan.	2018	49	78	78

Forest Practices Board Resource Summary

The Forest Practices Board independently monitors and reviews forest and range practices in B.C.'s public forests and rangelands. The Board audits both tenure holders and government ministries for compliance with forest and range practices legislation, carries out special investigations and issues reports as appropriate, investigates concerns and complaints from the public, and participates in appeals to the Forest Appeals Commission. It informs both the B.C. public and the international marketplace of forest and range licensees' performance in carrying out sound practices and complying with legal requirements.

The Board's mandate is provided by the *Forest and Range Practices Act* and the *Wildfire Act*. While the Board operates independently from the Ministry of Forests, Lands and Natural Resource Operations, its budget vote is the responsibility of the Minister. The Board reports its accomplishments and priorities through an annual report found at: www.bcfpb.ca.

Forest Practices Board	2016/17 Restated Estimates[1]	2017/18 Estimates	2018/19 Plan	2019/20 Plan
Operating Expenses ($000)				
Total	3,814	3,817	3,829	3,829
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Total	0	0	0	0

[1] For comparative purposes, amounts shown for the 2016/17 have been restated to be consistent with the presentation of the 2017/18 Estimates.

* Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates."

Appendices

Appendix A: Ministry Contact Information

Headquarters
P.O. Box 9361 STN PROV GOVT,
Victoria, B.C., V8W 9M2
Phone: 250 387-1772
Fax: 250 387-3291
www.gov.bc.ca/for/contacts.html

Media
Government Communications and Public Engagement
Phone: 250 356-5261

BC Timber Sales – Headquarters
Website: www.for.gov.bc.ca/bcts/
Contacts: www.for.gov.bc.ca/bcts/contact/

FrontCounter BC:
Call toll free: 1-877-855-3222
Call from outside North America at:
++1-604-586-4400
E-mail: FrontCounterBC@gov.bc.ca
To contact specific offices, please visit:
www.frontcounterbc.gov.bc.ca/

Regional Operations Offices:

Surrey
Suite 200 - 10428 153rd Street, V3R 1E1
Phone: 604 586-4400

Williams Lake
200-640 Borland Street, V2G 4T1
Phone: 250 398-4327

Nanaimo
Suite 142, 2080 Labieux Road, V9T 6J9
Phone: 250 751-7220

Kamloops
441 Columbia Street, V2C 2T3
Phone: 250 828-4131

Smithers
3726 Alfred Avenue, V0J 2N0
Phone: 250 847-7260

Cranbrook
1902 Theatre Road, V1C 7G1
Phone: 250 426-1766

Prince George
5th Floor, 1011 4th Avenue, V2L 3H9
Phone: 250 565-6779

Fort St. John
400 -10003 110 Avenue, V1J 6M7
Phone: 250 787-34

Appendix B: Hyperlinks to Additional Information

Ministry website: www.gov.bc.ca/for/

BC Timber Sales: www.for.gov.bc.ca/bcts/

Canada Starts Here: The BC Jobs Plan: www.bcjobsplan.ca/

Canada Starts Here: The BC Jobs Plan 5-year update:
https://news.gov.bc.ca/releases/2017PREM0008-000122

B.C.'s Climate Leadership Plan: http://climate.gov.bc.ca/

EmergencyManagementBC: www.embc.gov.bc.ca/index.htm

FPInnovations: www.fpinnovations.ca/

GeoBC: geobc.gov.bc.ca/

Integrated Land and Resource Registry: http://geobc.gov.bc.ca/rrr/ilrr/index.html

Land Based Investment Strategy: http://www2.gov.bc.ca/gov/content/environment/natural-resource-stewardship/land-based-investment

Major Projects BC: http://www2.gov.bc.ca/gov/content/industry/natural-resource-use/natural-resource-major-projects

Strong Past, Bright Future: A Competitiveness Agenda for British Columbia's Forest Sector

Wildfire Information: www.bcwildfire.ca

Crowns, Agencies, Boards and Commissions associated with the Ministry:

Crowns
Creston Valley Wildlife Management Authority

Major Agencies, Boards and Commissions
BC Timber Export Advisory Committee
Forest Practices Board
Muskwa-Kechika Advisory Board

Appendix C: Minister's Mandate Commitments

In June, 2015, the Premier provided the Minister of Forests, Lands and Natural Resource Operations direction on the following strategic priorities:

- Lead the Softwood Lumber Agreement discussions with the federal government and ensure that the federal government position is consistent with that of the province.
- Continue to implement the recommendations of the BC Timber Sales effectiveness review and report to Cabinet on the status of timber sales in the province by December 31, 2015.
- Continue to work with the Ministries of Community, Sport and Cultural Development and Jobs, Tourism and Skills Training to prepare for and minimize the impact of timber supply reductions caused by the mountain pine beetle.
- Co-sponsor with the forest industry annual B.C. trade missions to China, India, Japan and Korea to continue to diversify B.C. lumber exports.
- Finalize and implement the Great Bear Rainforest ecosystem-based management agreement.
- Examine ways to enhance the security of fibre supply for secondary and non-lumber users of lower quality and residual fibre and bring forward options that can be introduced in the spring 2016 Legislative Session.
- Work with the forest industry on a new Forest Sector Competitiveness Strategy to maintain and enhance the industry, protect jobs and forest dependent communities and extract maximum value from our forest resource.
- Work with the Ministry of International Trade and Ministry Responsible for the Asia Pacific Strategy and Multiculturalism to recognize significant Chinese Canadian Historic Places under the Heritage Conservation Act.
- Undertake a review of registry services and permits issued by the Ministry and identify which permits can be administered online to reduce the time between application and issuance of the permit.
- Work with Parliamentary Secretary Donna Barnett and her Rural Advisory Council to provide advice to Government on ways to improve rural economic development, access to capital and deliver the Rural Dividend.
- Review the recent Auditor General report on Cumulative Effects assessment and make recommendations to Cabinet on ways to improve application of the framework while undertaking integrated management decisions.
- Working with the Ministry of Environment, undertake analysis of the impact of lower snowpacks and retreating glaciers on the forests of British Columbia and make recommendations to Cabinet on strategies to protect our forests from any impacts of climate change.

Appendix D: Minister of State's Mandate Commitments

In December, 2016, the Premier provided the Minister of State for Rural Economic Development direction on the following strategic priorities:

- Working with the Minister of Forests, Lands and Natural Resource Operations,
- To work with the Rural Advisory Committee to provide advice to government on ways to improve rural economic development by developing a new rural economic development strategy by March 31, 2017.
- To oversee implementation of the Rural Dividend Program to improve rural economic development and access to capital.
- To finalize funding announcements for the second intake of the Rural Dividend Program and distribute the first year funding ($25M) by end of fiscal year.
- Supporting the Ministry of Education with the Rural Education Review, which will assess the economic, social and cultural impact rural schools and their closures have on small communities.
- To work with CSCD and JTST to prepare for and minimize the impact of timber supply reductions caused by the moutain pine beetle. This includes indentifying communities that could be impacted by timber supply reductions and developing, with the relevant MLAs, a work plan and schedule, to engage those communities through community outreach sessions.